

**UNITED STATES BANKRUPTCY COURT**  
**IN THE DISTRICT OF DELAWARE**

---

In Re. Franchise Group, Inc., et al. § Case No. 24-12480  
 §  
 §  
 § Debtor(s) § Lead Case No. 24-12480  
 §  
 Jointly Administered

**Monthly Operating Report**

Chapter 11

Reporting Period Ended: 03/31/2025 Petition Date: 11/03/2024  
 Months Pending: 5 Industry Classification: 

5	5	1	1
---	---	---	---

  
 Reporting Method:  Accrual Basis  Cash Basis  
 Debtor's Full-Time Employees (current): 5,210  
 Debtor's Full-Time Employees (as of date of order for relief): 6,984

**Supporting Documentation** (check all that are attached):

(For jointly administered debtors, any required schedules must be provided on a non-consolidated basis for each debtor)

- Statement of cash receipts and disbursements
- Balance sheet containing the summary and detail of the assets, liabilities and equity (net worth) or deficit
- Statement of operations (profit or loss statement)
- Accounts receivable aging
- Postpetition liabilities aging
- Statement of capital assets
- Schedule of payments to professionals
- Schedule of payments to insiders
- All bank statements and bank reconciliations for the reporting period
- Description of the assets sold or transferred and the terms of the sale or transfer

Allison S. Mielke

Signature of Responsible Party

04/21/2025

Date

Allison S. Mielke

Printed Name of Responsible Party

1000 North King Street, Wilmington, DE 19801

Address

STATEMENT: This Periodic Report is associated with an open bankruptcy case; therefore, Paperwork Reduction Act exemption 5 C.F.R. § 1320.4(a)(2) applies.

Debtor's Name Franchise Group, Inc., et al.

Case No. 24-12480

Part 1: Cash Receipts and Disbursements	Current Month	Cumulative
a. Cash balance beginning of month	\$240,724,125	
b. Total receipts (net of transfers between accounts)	\$263,303,477	\$1,337,330,472
c. Total disbursements (net of transfers between accounts)	\$254,372,620	\$1,184,638,857
d. Cash balance end of month (a+b-c)	\$249,654,982	
e. Disbursements made by third party for the benefit of the estate	\$0	\$0
f. Total disbursements for quarterly fee calculation (c+e)	\$254,372,620	\$1,184,638,857

Part 2: Asset and Liability Status (Not generally applicable to Individual Debtors. See Instructions.)	Current Month
a. Accounts receivable (total net of allowance)	\$46,236,180
b. Accounts receivable over 90 days outstanding (net of allowance)	\$1,424,429
c. Inventory (Book <input checked="" type="radio"/> Market <input type="radio"/> Other <input type="radio"/> (attach explanation))	\$354,182,685
d. Total current assets	\$780,756,424
e. Total assets	\$2,257,462,485
f. Postpetition payables (excluding taxes)	\$897,213,962
g. Postpetition payables past due (excluding taxes)	\$0
h. Postpetition taxes payable	\$8,668,277
i. Postpetition taxes past due	\$0
j. Total postpetition debt (f+h)	\$905,882,239
k. Prepetition secured debt	\$2,093,208,389
l. Prepetition priority debt	\$4,827,015
m. Prepetition unsecured debt	\$322,965,401
n. Total liabilities (debt) (j+k+l+m)	\$3,326,883,044
o. Ending equity/net worth (e-n)	\$-1,069,420,559

Part 3: Assets Sold or Transferred	Current Month	Cumulative
a. Total cash sales price for assets sold/transferred outside the ordinary course of business	\$0	\$5,413,637
b. Total payments to third parties incident to assets being sold/transferred outside the ordinary course of business	\$0	\$0
c. Net cash proceeds from assets sold/transferred outside the ordinary course of business (a-b)	\$0	\$5,413,637

Part 4: Income Statement (Statement of Operations) (Not generally applicable to Individual Debtors. See Instructions.)	Current Month	Cumulative
a. Gross income/sales (net of returns and allowances)	\$251,391,802	
b. Cost of goods sold (inclusive of depreciation, if applicable)	\$162,157,657	
c. Gross profit (a-b)	\$89,234,146	
d. Selling expenses	\$10,707,570	
e. General and administrative expenses	\$56,246,265	
f. Other expenses	\$207,901	
g. Depreciation and/or amortization (not included in 4b)	\$5,500,464	
h. Interest	\$14,752,358	
i. Taxes (local, state, and federal)	\$0	
j. Reorganization items	\$32,083,892	
k. Profit (loss)	\$-30,264,304	\$-653,906,727

**Part 5: Professional Fees and Expenses**

a.			Approved Current Month	Approved Cumulative	Paid Current Month	Paid Cumulative
	Debtor's professional fees & expenses (bankruptcy) <i>Aggregate Total</i>		\$5,802,539	\$9,373,584	\$5,802,539	\$9,373,584
	<i>Itemized Breakdown by Firm</i>					
i	Kroll Restructuring Administrat	Other	\$450,551	\$2,301,156	\$450,551	\$2,301,156
ii	AlixPartners	Other	\$3,748,111	\$5,468,550	\$3,748,111	\$5,468,550
iii	Young Conaway	Co-Counsel	\$819,440	\$819,440	\$819,440	\$819,440
iv	Akin Gump Strauss Hauer & Fe	Other	\$667,440	\$667,440	\$667,440	\$667,440
v	Ernst & Young LLP	Other	\$84,024	\$84,024	\$84,024	\$84,024
vi	Ashby & Geddes P.A.	Other	\$32,974	\$32,974	\$32,974	\$32,974
vii						
viii						
ix						
x						
xi						
xii						
xiii						
xiv						
xv						
xvi						
xvii						
xviii						
xix						
xx						
xxi						
xxii						
xxiii						
xxiv						
xxv						
xxvi						
xxvii						
xxviii						
xxix						
xxx						
xxxi						
xxxii						
xxxiii						
xxxiv						
xxxv						
xxxvi						

Debtor's Name Franchise Group, Inc., et al.

Case No. 24-12480

xxxvii							
xxxvii							
xxxix							
xl							
xli							
xlii							
xliii							
xliv							
xlv							
xlvi							
xlvii							
xlviii							
xlix							
l							
li							
lii							
liii							
liv							
lv							
lvi							
lvii							
lviii							
lix							
lx							
lxii							
lxiii							
lxiv							
lxv							
lxvi							
lxvii							
lxviii							
lxix							
lxx							
lxxi							
lxxii							
lxxiii							
lxxiv							
lxxv							
lxxvi							
lxxvii							
lxxvii							

Debtor's Name Franchise Group, Inc., et al.

Case No. 24-12480

lxxix						
lxxx						
lxxxi						
lxxxii						
lxxxii						
lxxxiv						
lxxxv						
lxxxvi						
lxxxvi						
lxxxix						
xc						
xci						
xcii						
xciii						
xciv						
xcv						
xcvi						
xcvii						
xcviii						
xcix						
c						
ci						

b.			Approved Current Month	Approved Cumulative	Paid Current Month	Paid Cumulative
	Debtor's professional fees & expenses (nonbankruptcy) Aggregate Total		\$139,077	\$485,102	\$93,648	\$542,496
	Itemized Breakdown by Firm					
	Firm Name	Role				
i	Baker Tilly	Financial Professional	\$0	\$0	\$2,750	\$2,750
ii	Ballard Spahr	Special Counsel	\$0	\$0	\$344	\$2,137
iii	Carle Mackie Powers and Ross	Special Counsel	\$0	\$0	\$0	\$3,465
iv	Clarus Partners	Special Counsel	\$37,522	\$146,047	\$37,522	\$146,047
v	Clearbridge Compensation Group	Financial Professional	\$25,000	\$25,000	\$25,000	\$25,000
vi	Cole Schotz P.C.	Special Counsel	\$0	\$98,355	\$0	\$98,355
vii	DLA Piper LLP (US)	Special Counsel	\$0	\$0	\$0	\$11,785
viii	Dunn & Allsman, LLC	Special Counsel	\$122	\$28,033	\$122	\$28,033
ix	EXL Service (Ireland) Limited	Financial Professional	\$0	\$19,745	\$0	\$19,745
x	Frost Brown Todd LLP	Special Counsel	\$0	\$0	\$-4,894	\$0
xi	GA Real Estate Group, LLC	Financial Professional	\$0	\$0	\$-41,875	\$0
xii	Gordon Rees Scully Mansukhani	Special Counsel	\$0	\$0	\$468	\$6,277
xiii	Grant Thornton LLP	Financial Professional	\$0	\$0	\$0	\$10,400
xiv	Honigman LLP	Special Counsel	\$0	\$17,753	\$0	\$17,753

Debtor's Name Franchise Group, Inc., et al.

Case No. 24-12480

xv	Hunton Andrews Kurth LLP	Special Counsel	\$56,423	\$73,405	\$56,423	\$73,405
xvi	Jackson Lewis P.C.	Special Counsel	\$2,028	\$4,616	\$2,028	\$4,616
xvii	Littler Mendelson P.C.	Special Counsel	\$1,584	\$2,332	\$1,584	\$2,332
xviii	REA & Associates, Inc.	Special Counsel	\$0	\$0	\$0	\$15,000
xix	Reed Smith LLP	Special Counsel	\$16,397	\$69,815	\$16,397	\$69,815
xx	Ruda Hirschfeld Papera & Hoff	Special Counsel	\$0	\$0	\$5,580	\$5,580
xxi	Smalling and Buym, PA D/B/A	Special Counsel	\$0	\$0	\$-7,800	\$0
xxii						
xxiii						
xxiv						
xxv						
xxvi						
xxvii						
xxviii						
xxix						
xxx						
xxxi						
xxxii						
xxxiii						
xxxiv						
xxxv						
xxxvi						
xxxvii						
xxxviii						
xxxix						
xl						
xli						
xlii						
xliii						
xliv						
xlv						
xlii						
xlvii						
xlviii						
xlix						
l						
li						
lii						
liii						
liv						
lv						
lvi						

Debtor's Name Franchise Group, Inc., et al.

Case No. 24-12480

lvii							
lviii							
lix							
lx							
lxi							
lxii							
lxiii							
lxiv							
lxv							
lxvi							
lxvii							
lxviii							
lxix							
lxx							
lxxi							
lxxii							
lxxiii							
lxxiv							
lxxv							
lxxvi							
lxxvii							
lxxvii							
lxxix							
lxxx							
lxxxi							
lxxxii							
lxxxii							
lxxxiv							
lxxxv							
lxxxvi							
lxxxvi							
lxxxvi							
lxxxix							
xc							
xcii							
xcii							
xciv							
xcv							
xcvi							
xcvii							
xcviii							

Debtor's Name Franchise Group, Inc., et al.

Case No. 24-12480

	xcix						
c.							
c.	All professional fees and expenses (debtor & committees)		\$8,201,121	\$13,571,864	\$8,155,693	\$13,629,258	

**Part 6: Postpetition Taxes**

	Current Month	Cumulative
a. Postpetition income taxes accrued (local, state, and federal)	\$0	\$0
b. Postpetition income taxes paid (local, state, and federal)	\$0	\$0
c. Postpetition employer payroll taxes accrued	\$-822,605	\$1,153,839
d. Postpetition employer payroll taxes paid	\$1,387,421	\$17,080,928
e. Postpetition property taxes paid	\$21,922	\$443,333
f. Postpetition other taxes accrued (local, state, and federal)	\$2,241,935	\$7,514,439
g. Postpetition other taxes paid (local, state, and federal)	\$7,101,844	\$49,119,078

**Part 7: Questionnaire - During this reporting period:**

a. Were any payments made on prepetition debt? (if yes, see Instructions) Yes  No

b. Were any payments made outside the ordinary course of business without court approval? (if yes, see Instructions) Yes  No

c. Were any payments made to or on behalf of insiders? Yes  No

d. Are you current on postpetition tax return filings? Yes  No

e. Are you current on postpetition estimated tax payments? Yes  No

f. Were all trust fund taxes remitted on a current basis? Yes  No

g. Was there any postpetition borrowing, other than trade credit? (if yes, see Instructions) Yes  No

h. Were all payments made to or on behalf of professionals approved by the court? Yes  No  N/A

i. Do you have:      Worker's compensation insurance? Yes  No   
If yes, are your premiums current? Yes  No  N/A  (if no, see Instructions)

    Casualty/property insurance? Yes  No   
If yes, are your premiums current? Yes  No  N/A  (if no, see Instructions)

    General liability insurance? Yes  No   
If yes, are your premiums current? Yes  No  N/A  (if no, see Instructions)

j. Has a plan of reorganization been filed with the court? Yes  No

k. Has a disclosure statement been filed with the court? Yes  No

l. Are you current with quarterly U.S. Trustee fees as set forth under 28 U.S.C. § 1930? Yes  No

Debtor's Name Franchise Group, Inc., et al.

Case No. 24-12480

**Part 8: Individual Chapter 11 Debtors (Only)**

a. Gross income (receipts) from salary and wages	\$0
b. Gross income (receipts) from self-employment	\$0
c. Gross income from all other sources	\$0
d. Total income in the reporting period (a+b+c)	\$0
e. Payroll deductions	\$0
f. Self-employment related expenses	\$0
g. Living expenses	\$0
h. All other expenses	\$0
i. Total expenses in the reporting period (e+f+g+h)	\$0
j. Difference between total income and total expenses (d-i)	\$0
k. List the total amount of all postpetition debts that are past due	\$0
l. Are you required to pay any Domestic Support Obligations as defined by 11 U.S.C § 101(14A)?	Yes <input type="radio"/> No <input checked="" type="radio"/>
m. If yes, have you made all Domestic Support Obligation payments?	Yes <input type="radio"/> No <input type="radio"/> N/A <input checked="" type="radio"/>

**Privacy Act Statement**

28 U.S.C. § 589b authorizes the collection of this information, and provision of this information is mandatory under 11 U.S.C. §§ 704, 1106, and 1107. The United States Trustee will use this information to calculate statutory fee assessments under 28 U.S.C. § 1930(a)(6). The United States Trustee will also use this information to evaluate a chapter 11 debtor's progress through the bankruptcy system, including the likelihood of a plan of reorganization being confirmed and whether the case is being prosecuted in good faith. This information may be disclosed to a bankruptcy trustee or examiner when the information is needed to perform the trustee's or examiner's duties or to the appropriate federal, state, local, regulatory, tribal, or foreign law enforcement agency when the information indicates a violation or potential violation of law. Other disclosures may be made for routine purposes. For a discussion of the types of routine disclosures that may be made, you may consult the Executive Office for United States Trustee's systems of records notice, UST-001, "Bankruptcy Case Files and Associated Records." *See* 71 Fed. Reg. 59,818 et seq. (Oct. 11, 2006). A copy of the notice may be obtained at the following link: [http://www.justice.gov/ust/eo/rules\\_regulations/index.htm](http://www.justice.gov/ust/eo/rules_regulations/index.htm). Failure to provide this information could result in the dismissal or conversion of your bankruptcy case or other action by the United States Trustee. 11 U.S.C. § 1112(b)(4)(F).

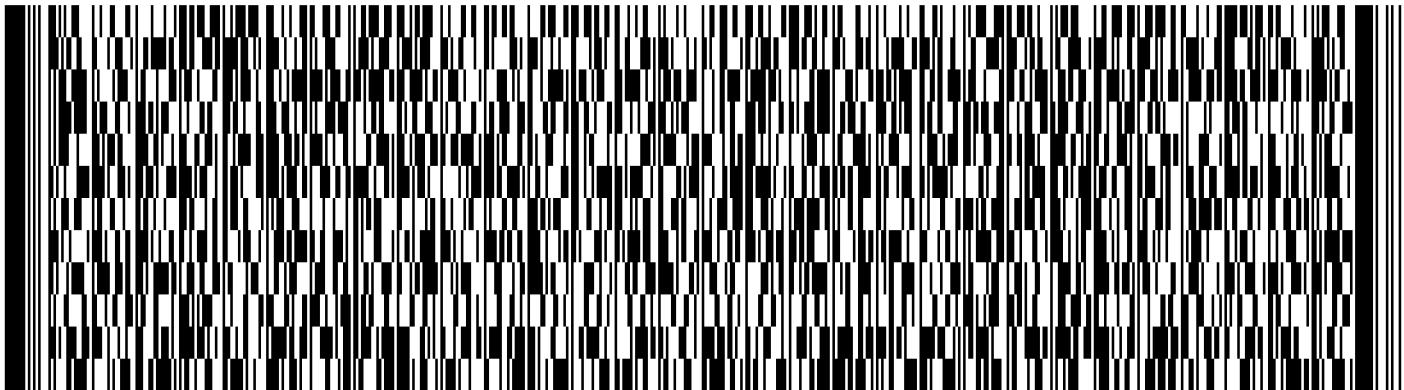
**I declare under penalty of perjury that the foregoing Monthly Operating Report and its supporting documentation are true and correct and that I have been authorized to sign this report on behalf of the estate.**

Eric Seeton  
 Signature of Responsible Party  
 Chief Financial Officer  
 Title

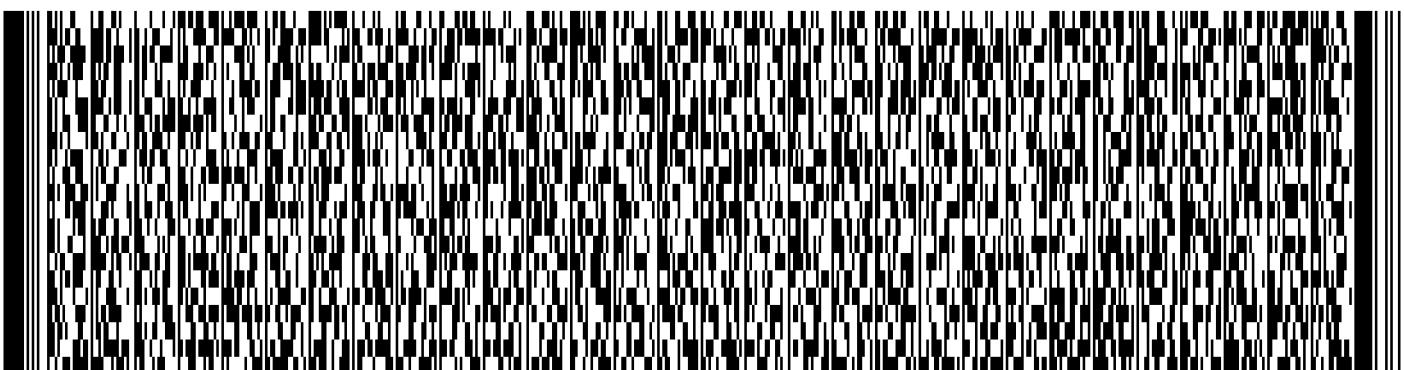
Eric Seeton  
 Printed Name of Responsible Party  
 04/21/2025  
 Date

Debtor's Name Franchise Group, Inc., et al.

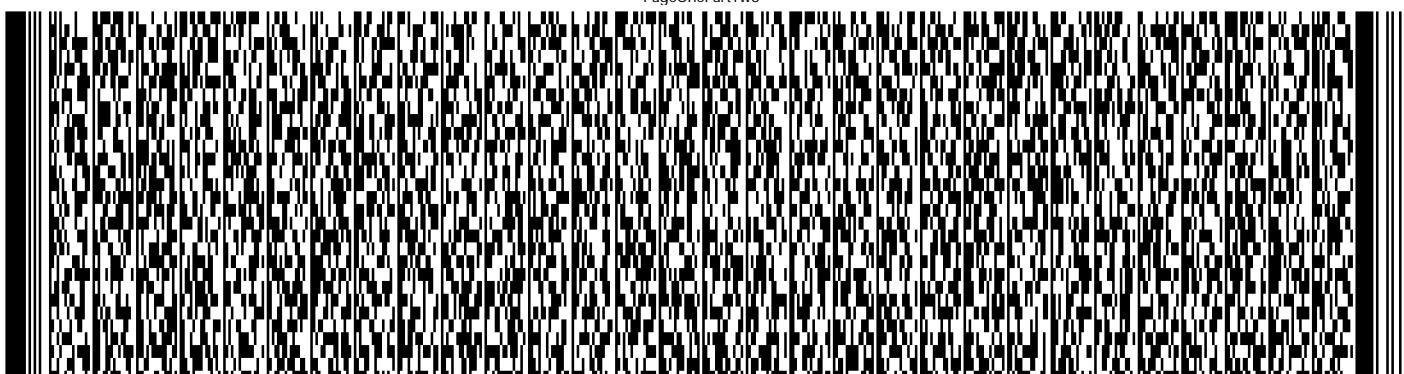
Case No. 24-12480



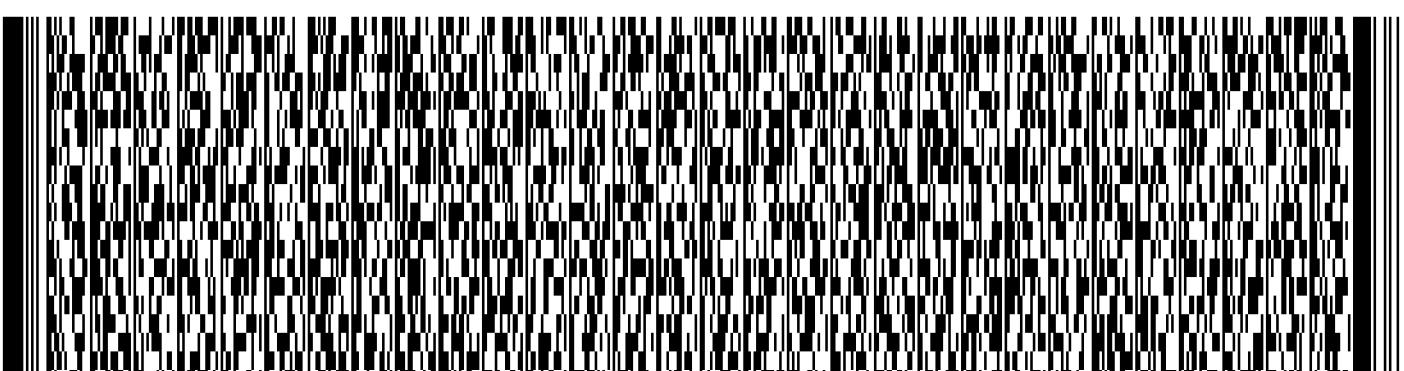
PageOnePartOne



PageOnePartTwo



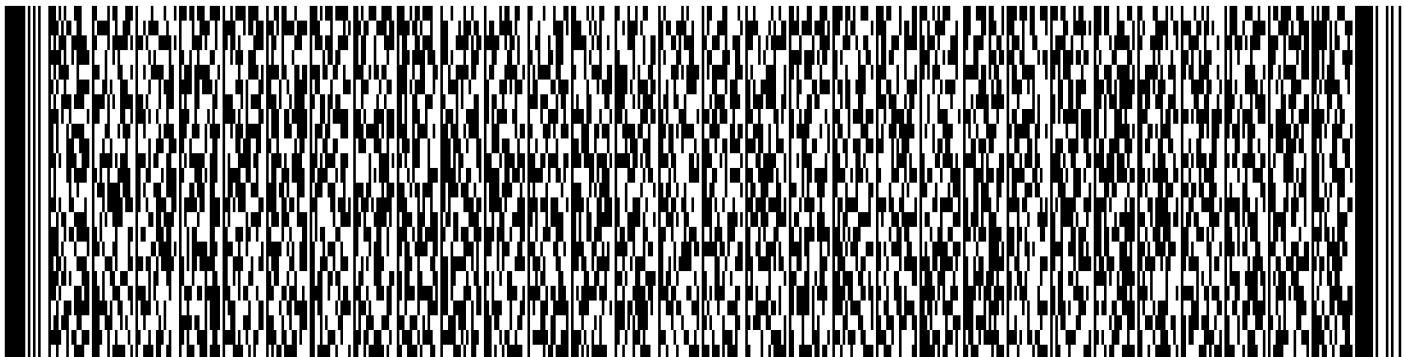
PageTwoPartOne



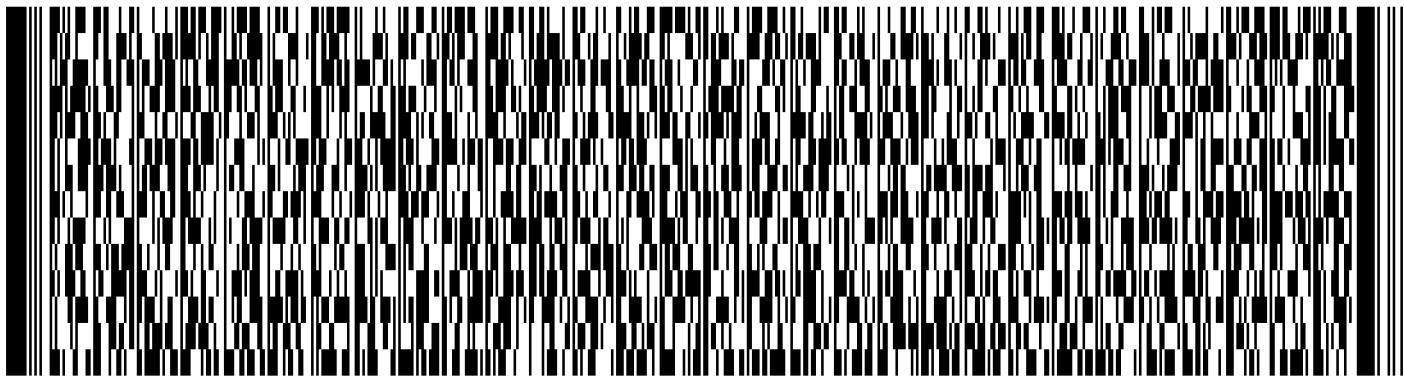
PageTwoPartTwo

Debtor's Name Franchise Group, Inc., et al.

Case No. 24-12480

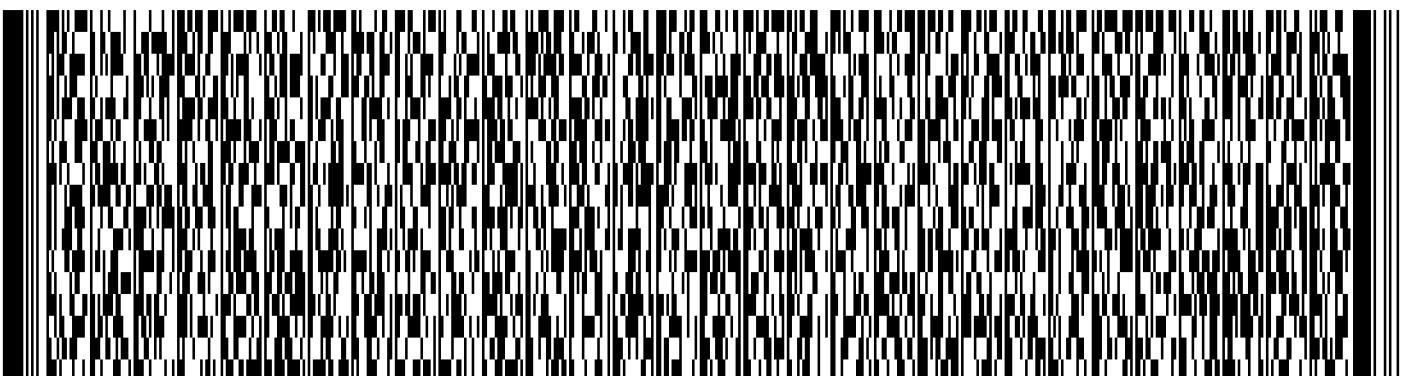


Bankruptcy1to50



Bankruptcy51to100

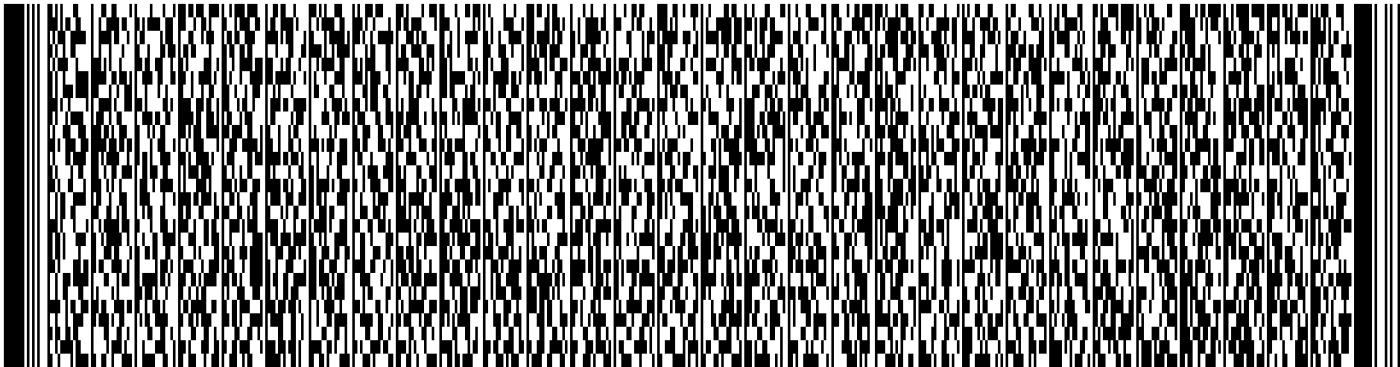
NonBankruptcy1to50



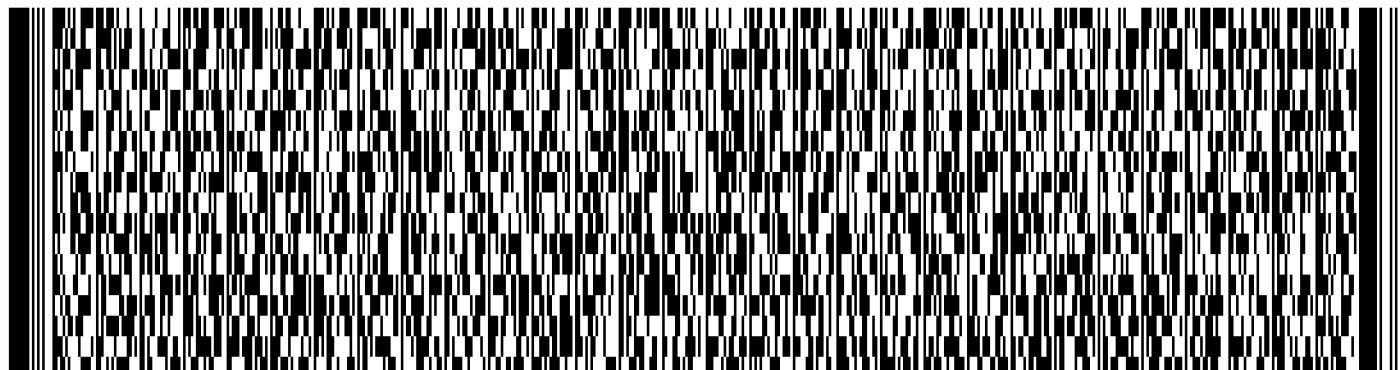
NonBankruptcy51to100

Debtor's Name Franchise Group, Inc., et al.

Case No. 24-12480



PageThree



PageFour